

28 May 1998

MEMORANDUM FOR Commanders/Directors, Major Subordinate Commands,
Laboratories, and Field Operating Activities,
Directors and Office Chiefs, HQUSACE

SUBJECT: Gallup Leadership Competency Interview

1. Over the past 10 years the Corps of Engineers has been working on strategies for developing its future leaders and strengthening its current leadership to successfully position the Corps to seize opportunities and meet challenges. Supervisors, managers, and leaders need more than position authority. Today's effective leaders need to help people identify and develop talent, build teams, shape culture, and think more broadly about the strategic challenges facing organizations. In order to ensure that we are selecting individuals who possess not only the requisite technical knowledge, management experience and education, but also the leadership capability important for the Corps, the Gallup Leadership Competency Interview process will be used as part of the selection process for each SES, GS-15 and Supervisory GS-14 position. Use of this process requires a better understanding of leadership competence.
2. Gallup has developed a leadership competency interview, a scientifically validated measurement of leadership, for use in executive selections. We have field tested and validated the Gallup process since 1991. Representatives from the Merit Systems Protection Board (MSPB) reviewed and examined this process in 1994 and 1996 and found the interview passes all validity tests. MSPB supports our use of the leadership competency interview and believes that it will allow us to predict leadership capability with greater accuracy than possible through traditional interviews. The Gallup Leadership Competency Interview process was approved by the ASA (M&RA) for use in SES selections and is considered an innovative personnel practice by the Office of Personnel Management.
3. This policy is effective immediately and is mandatory. Specific procedures and responsibilities for using the process will be forwarded to you shortly. By using the interview process we will improve our corporate selections for all GS-15 and Supervisory GS-14 positions. This policy is not intended to be a substitute for the important evaluation of the experience, education, and training of candidates for our senior positions. It is, however, an excellent compliment to the traditional interview used in making selections because it focuses on leadership potential. The Gallup Leadership Competency Interview is a tool designed to identify leadership

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competencies, and by using this tool you will be able to make selections based on leadership capability and competency, as well as experience, education, and training. Moreover, since the Gallup Leadership Competency Interview methodology is the same with each candidate and each recruitment effort, the resulting standardization provides a greater sense of fairness and consistency of focus.

4. As commanders and directors, you are ultimately accountable for the composition of your team. Putting the right team in place is one of the greatest legacies you can leave your organizations; it is also one of your primary responsibilities. Your full support and cooperation in this selection process will ensure our future leadership team fully reflects our corporate strategy of a talented, productive, and diverse work force which will enable the Corps to enhance its value to the Army and the Nation.

/s/

JOE N. BALLARD
Lieutenant General, USA
Commanding